



Annual Performance Report 2010-11


**Newfoundland
Labrador**

Tourism, Culture and Recreation

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PAPER

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REFERENCE PERIOD

This report covers the period April 1, 2010 through March 31, 2011, the fiscal year of the Government of Newfoundland and Labrador. This report also includes reporting on the period of the Department of Tourism, Culture and Recreation's five-year mission and three-year goals 2008-2011.

PUBLISHED BY

The Department of Tourism, Culture and Recreation, Government of Newfoundland and Labrador

FRONT COVER IMAGE

Archaeology and Interpretation at the Cupids Cove Plantation Provincial Historic Site in 2010. © The Department of Tourism, Culture and Recreation, Government of Newfoundland and Labrador.

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From the Minister



As Minister of the Department of Tourism, Culture and Recreation, I hereby submit the 2010-11 Annual Performance Report in accordance with the Government's commitment to accountability. The report was prepared under my direction and in accordance with the *Transparency and Accountability Act* and the Guidelines for Category 1 Annual Performance Reports.

The report presents the achievements and outcomes of the Department's 2010-11 objectives, its 2008 to 2011 goals and indicators as well as the mission and indicators. The report also highlights future opportunities to support and promote the development of the tourism and cultural and heritage industries, and the increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

Uncommon Potential – a Vision for Newfoundland and Labrador Tourism was launched in 2009 and the subsequent establishment of a joint government-industry Tourism Board is now focused on implementing its three-year plan beginning in 2010-11. Going forward, the Department and its partners will work together to strengthen regional marketing capacity through Destination Marketing Organizations (DMOs). This work is being undertaken through the existing tourism marketing budget and additional investments in tourism product development, highway signage and key infrastructure.

Since the introduction of the province's cultural strategy, *Creative Newfoundland and Labrador: A Blueprint for Development and Investment in Culture* in 2006, strategic investment in the cultural and heritage sectors has led to substantial growth and development and we are recognized increasingly as a cultural leader in Canada. Success in cultural industries is reinforcing work in tourism, and we will continue to support our artistic community, and invest in our tangible and intangible cultural heritage. The Newfoundland and Labrador Arts Council's budget has more than doubled since the launch of the province's cultural strategy, *Creative Newfoundland and Labrador* (2006). In 2010-11, more than 80 artists were showcased during the Vancouver 2010 Olympic Winter Games. Funding for Arts and Culture Centre infrastructure upgrades has provided an improved platform for presentation. Going forward, programming investments will further revitalize these centres and engage communities and audiences across the province.

Investments in infrastructure upgrades to the Colonial Building, Mary March Museum, Seaman's Museum, and to the province's Provincial Historic Sites, have protected and revitalized these cultural icons, regional tourism attractions and centres of community education and outreach. Increased investment in the Cultural Economic Development Program has further supported ongoing efforts to preserve, protect and promote this province's valuable tangible and intangible heritage resources – and increase professional expertise among those who are responsible for arts organizations and for safeguarding and presenting heritage resources.

Since the introduction of *Active, Healthy Newfoundland and Labrador* in 2006, the Provincial Government has invested significantly in recreation and sport infrastructure, programs and services to support increased access, participation and athlete development. We have also been introducing new recreation programs and services designed to target under-represented groups such as seniors, women and girls, persons with disabilities and Aboriginal groups. New funding for athlete development, access to recreation and sport programming – particularly in rural areas – and aging recreation and sport infrastructure is all part of our concerted effort to provide more opportunities for all our citizens to become more physically active, to develop and nurture competitive athletes, and to build a population which incorporates physical fitness and healthy choices into their day-to-day lives.

As Minister, my signature below is indicative of my accountability for the preparation of the Department's 2010-11 Annual Performance Report and the achievement of the results reported.

A handwritten signature in cursive script, reading "Derrick Dalley".

DERRICK DALLEY, M.H.A.

The Isles of Notre Dame
Minister

From the Minister

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1. Government Entity Overview

1.1 Key Statistics

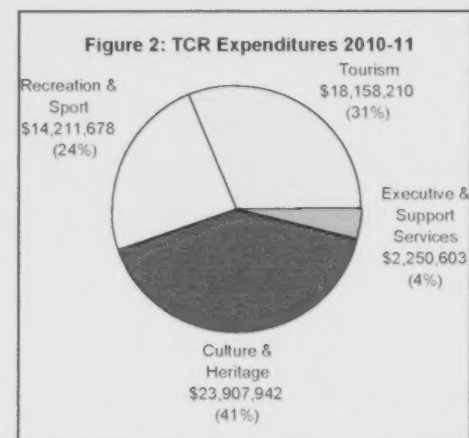
The Department of Tourism, Culture and Recreation (TCR) as of March 31, 2011 had 147 permanent employees, 283 temporary staff, both full and part time (clerks, theatre ushers and assistants, technicians, site interpreters, lifeguards and swimming instructors), 50 seasonal employees, 19 employees on special projects and 30 contractual employees. This total staff complement of 529 was composed of 183 male and 346 female employees. The Department has a high ratio of female-to-male directors (4:1). TCR is cognizant of, and seeks to apply gender based analysis in the recruitment, training and retention of all employees and in the selection of members of boards, advisory and working groups associated with the Department. As shown in Figure 1 (overleaf), TCR is organized into two branches: 1) the Tourism Branch, which includes the divisions of Tourism Marketing, Strategic Tourism Product Development and Tourism Research; and 2) the Culture and Recreation Branch, which is composed of the Arts Division, the Cultural Heritage Division, the Arts and Culture Centres and the Recreation and Sport Division. Executive Support comprises the Communications and Strategic Planning and Policy Divisions. The Executive provides for the senior planning and direction of the Department, including the establishment and evaluation of policies and objectives. The Minister presides over the Department (*Executive Council Act*, Section 5-1).

1.2 Location

As shown in Map 1 (overleaf), TCR remains one of the province's largest operators of public facilities including seasonal tourism and heritage infrastructure, year-round recreation and sport facilities and arts infrastructure. Fifty-one percent of the Department's workforce was located outside the Avalon Peninsula in 2010-11. Most of these facilities are located in rural areas of the province where they are important sources of employment, and act as regional tourism anchor attractions and centres for community outreach, engagement and development.

1.3 Description of Revenues and Expenditures

Expenditure and revenue figures included in this document are based on public information provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund* for the year ended March 31, 2011. As shown in Figure 2, in 2010-11, the Department's total net expenditures were \$58,528,433. TCR's programs by expenditures for



the fiscal year 2010-11 are highlighted here. Appendix 7, Section 7.1, pp. 49-50 contains the Department's unaudited Statement of Revenues and Expenditures.

1.4 2010-11 Budget Highlights

The province's tourism, arts and heritage sectors are key economic generators in our urban and rural regions and are integral to our province's strong sense of identity and unique culture. Recreation, sport and physical activity are vital to the health and well-being of our citizens. Key investments for the Department of TCR in these sectors in 2010-11 included:

Tourism

- \$13 million tourism marketing budget which enabled the province to continue its award winning campaign
- \$233,000 through the Department of Transportation and Works' budget for the implementation of two Tourist-Oriented Directional Signage (TODS) demonstration projects. TODS is the most universally-accepted and widely-used approach for integrating public and private tourist services and attractions signage into the highway system

Culture and Heritage

- \$1.5 million for infrastructure upgrades and equipment to regional Arts and Culture Centres across the province
- \$1.5 million to the Town of Cupids for municipal improvements in support of Cupids400 celebrations
- \$1.2 million investment to continue the restoration of the Colonial Building, one of the province's most iconic buildings
- \$1.025 million investment in the nationally televised 2010 JUNO Awards held in St. John's

Recreation and Sport

- \$1.2 million for new recreation and sport initiatives, as well as improvements and extensions to existing programming
- \$6.35 million was invested in the expansion and upgrade of community recreation and sports infrastructure throughout the province
- \$460,000 annually in total from both the Government of Canada and the Government of Newfoundland and Labrador to contribute to increased participation in sport among aboriginal people, children, youth, women and persons with disabilities
- \$3,060,930 to Recreation NL, Sport NL and School Sport NL (an increase of \$404,734 over 2009-10)
- \$387,000 for seniors' recreational programming (2009-10 and 2010-11)
- \$350,000 in additional support to the Newfoundland and Labrador Games and Canada Games programs

- \$300,000 in additional grants for community sports facilities, bringing the Community Capital Grants Program annual budget to \$1.3 million

1.5 Lines of Business

The Department of TCR achieved its mandate through the following lines of business:

Recreation and Sport encompasses active living, sport and community recreation programs for healthier lifestyles, and support for community-based recreation and sport organizations and provincial and national sports programs. Programs include: Community Recreation Development Grants, Regional Games, National Travel Subsidy Program, Seniors Community Recreation Grants, Grants to Provincial Sport Organizations, Professional Assistance Grants, the Labrador Travel Subsidy, Provincial Training Centres and Pools, Capital Grants Programs, Newfoundland and Labrador Winter and Summer Games, Canada Games Grants, the Premier's Athletic Awards Program, National Coaching Certification, and Consulting Services. The Department also provides annual operating funding to School Sport NL, Recreation NL and Sport NL.

Contemporary Arts provides financial assistance to artists and works to support and sustain diverse cultural industries including cultural export. Programs include: the arts component of the Cultural Economic Development Program (CEDP), Publishers Assistance, Cultural Events, the Arts and Letters Awards, and Partnership and Industry Development.

Heritage seeks to protect, preserve, safeguard, interpret and promote the province's tangible and intangible cultural heritage. Programs include: Provincial Historic Sites (PHS), the Provincial Archaeology Office (PAO), the Commemorations Program, and the heritage component of the CEDP which provides funding through operating grants for community heritage organizations, project funding, and the Aboriginal Cultural Heritage Program.

Arts and Culture Centres are live performance venues in every one of the six regions of the province for the celebration and presentation of the province's own talent and the best from elsewhere. They offer regional and touring programs and work with community partners to bring this entertainment to more audiences. Program areas include Touring, Client Rentals, Community Partnerships, and facility rooms for rehearsals, workshops and meetings.

Tourism Marketing encompasses the marketing of Newfoundland and Labrador as a tourism destination in national and international markets. Programs include: Advertising, Tourism Inquirer Response (contact centre/distribution), Internet Marketing and Tourism

Website, Collateral and Publications, Travel Media Relations, Market Development and Travel Trade, and the Atlantic Canada Tourism Partnership (ACTP).

Strategic Tourism Product Development works cooperatively with the tourism industry to grow high-quality, authentic experiences and sustainable tourism products that meet the demands of travelers in the province; develop a professional, skilled, high-performing and knowledgeable tourism sector; and assess the impacts of the tourism industry. Programs include Visitor Services – including Visitor Information Centers (VICs); Strategic Product Development (including Regional Services and Consumptive and Non-Consumptive Tourism Products and Experiences based on both natural and cultural assets); and a Market Readiness Program.

Tourism Research is responsible for ensuring accessible, timely, high-quality market intelligence and research to support planning and continued growth of the tourism sector in Newfoundland and Labrador. This includes developing and implementing a research strategy and measuring the success of implementing the Tourism Vision 2020.

1.6 Vision

The Department of TCR's vision is of a province that is a tourism destination of choice with superior and authentic visitor experiences, a robust cultural identity, natural and cultural resources that are protected and sustained, creativity in the arts that is fostered and recognized, cultural industries that are strong and vibrant, and an active, healthy population participating safely in physical activity, recreation and sport at all levels for quality of life and improved health.

2. Ministerial Entities and Shared Commitments

2.1 Ministerial Entities

TCR is accountable for seven public entities that must also report annually as required under the *Transparency and Accountability Act*. These include: (1) The Rooms Corporation (a Category One entity); and, (2) Newfoundland and Labrador Film Development Corporation, and (3) Marble Mountain Development Corporation (both Category Two entities). The remaining Category Three entities are required to provide an annual activity report, only if they are active in the preceding year. These include (4) The Newfoundland and Labrador Arts Council, (5) The Heritage Foundation of Newfoundland and Labrador, (6) The Newfoundland and Labrador Sports Centre, and (7) The Provincial Historic Commemorations Board. Summaries of all the entities are included in Section 7.2, beginning on p. 50.

2.2. Shared Commitments

The Department of TCR collaborates with other provincial and federal departments, agencies, boards, committees, and sector stakeholders to help provide better services to our customers, to access additional resources, and to enable our clients and stakeholders to have input into our programs and services. In some cases, these entities deliver programs on TCR's behalf for the benefit of the province's citizens.

Recreation and Sport:

- TCR works in partnership with Recreation Newfoundland and Labrador, School Sports Newfoundland and Labrador and Sport Newfoundland and Labrador to increase the physical and recreational activities of our citizens, and to achieve excellence in sport on the national and international stage.
- TCR continues to work with the Inter-Departmental Coordination Committee for the implementation of *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* to promote health and wellness and disease prevention through physical activity, sport and recreation across all age groups.
- Meetings of the Federal-Provincial-Territorial Ministers Responsible for Sport, Physical Activity and Recreation are a vehicle for identifying priorities, policy making, and collaboration to increase participation in sport and recreation, including the Recreation Infrastructure Canada program, supported by Canada's 2009 Economic Action Plan.

Arts and Heritage: TCR continues to work with a wide-ranging number of key partners in culture and heritage in support of cultural industries including:

- Newfoundland and Labrador Arts Council (NLAC)
- Newfoundland and Labrador Film Development Corporation
- Department of Innovation, Trade and Rural Development
- Department of Canadian Heritage and the Atlantic Canada Opportunities
- Federal-Provincial Committee on Cultural Initiatives
- Association of Cultural Industries and the Music Association of Newfoundland and Labrador
- The Arts and Heritage Committees of the Cultural Economic Development Program to assess applications
- Hospitality Newfoundland and Labrador.

The NLAC continued to promote awareness of, and support to, artists and cultural professionals through awards programs, grants to artists and arts organizations, and through advocacy and communications. The Department of TCR continued to work with business and arts groups to develop private sector partnerships and investment in the arts.

Heritage Preservation and Management: To preserve, strengthen and celebrate tangible and intangible heritage, the Department of TCR continues key partnerships and working relationships with:

- The Heritage Foundation of Newfoundland and Labrador
- The Association of Heritage Industries, including such associations as the Museum Association of Newfoundland and Labrador and the Archives Association of Newfoundland and Labrador
- The Departments of Transportation and Works, Municipal Affairs, and Innovation, Trade and Rural Development, who have assisted in policy development for government-owned heritage structures.

Regulatory Contributions: The Provincial Archaeology Office works with local municipalities, provincial government departments and the Nunatsiavut Government to protect the province's tangible cultural heritage through archaeological permitting and referral processes. The office also continues to:

- Be a representative on Government's Environmental Assessment Committees through the Department of Environment and Conservation;
- Work with The Rooms Provincial Museum and Memorial University through the Directed Research Program and the Graduate Student Research Program; and
- Be involved extensively with the Government's land claim negotiations with Aboriginal peoples through the Departments of Justice, and Labrador and Aboriginal Affairs.

Policy and Program Development: Meetings of the Federal-Provincial-Territorial Ministers Responsible for Culture are a vehicle for identifying priorities and policy making and collaboration to increase recognition and support to artists, to develop sustainable creative cultural industry and to preserve and promote heritage. In 2010, Ministers committed to *Fostering Arts and Heritage in Changing Times* and have reaffirmed support for the Federal-Provincial-Territorial Culture/Heritage and Tourism Initiative.

Tourism:

- **Private Public Partnerships:** The Newfoundland and Labrador Tourism Board, with representation from both government and industry, is the key to implementing the seven strategic directions of *Uncommon Potential: A Tourism Vision for Newfoundland*

and Labrador 2020 (2009) which calls upon all government departments and agencies with tourism-related mandates to strategically align and integrate to achieve its declared target of doubling tourism revenues by 2020. TCR works with:

- Destination Management Organizations to reduce duplication and build on the provincial brand.
 - The Department of Transportation and Works and the Department of Government Services to coordinate and implement the Highway Signage Policy.
 - The former Department of Business (lead; now part of the Department of Innovation, Business and Rural Development) and the Department of Transportation and Works in improving air access; and with the Department of Transportation and Works to improve provincial and inter-provincial ferry service.
- **Multi-Season Tourism:** TCR continues to facilitate product development in all seasons that is sustainable, innovative, and reflective of our rich culture and heritage. Several key partners help ensure that Newfoundland and Labrador achieves this strategic direction:
 - Hospitality Newfoundland and Labrador, Destination St. John's, the Western and Central Destination Marketing Organizations, Destination Labrador and other tourism associations.
 - The Cruise Association of Newfoundland and Labrador, the Newfoundland and Labrador Snowmobiling Federation, the Newfoundland and Labrador Outfitters Association, and the Marble Mountain Development Corporation.
 - Other partnerships addressing the marketing of Newfoundland and Labrador as a tourism destination with a view to maximize investment in the province's target markets in Canada, the US and the UK include the Atlantic Canada Tourism Partnership, the Canadian Tourism Commission and The Federal-Provincial-Territorial Ministers Responsible for Tourism.

3. 2010-11 Highlights and Accomplishments

3.1 Recreation and Sport

Highlights and accomplishments for 2010-11 with a focus on investment in health and wellness included:

- \$6.35 million to support expansion and upgrade of community recreation and sport infrastructure in 12 municipalities across the province
- \$579,750 to support 35 Community Recreation Development Grants to community groups throughout the province
- \$500,000 in annual support for Participation Nation – a school-based program designed to provide physical activity opportunities to children and youth in a non-competitive environment

- Almost \$400,000 in support of the newly-established Seniors Community Recreation Grant Program to increase physical and leisure activity in aging communities
- \$100,000 investment in a partnership with the Heart and Stroke Foundation of Newfoundland and Labrador to place Automated External Defibrillators in sports arenas throughout the province
- \$1.2 million for new and expanded recreation and sport initiatives
- Newfoundland and Labrador Winter Games in Grand Falls-Windsor, which attracted more than 1,300 participants from across the province as well as Saint-Pierre et Miquelon, supported by a \$350,000 investment
- 2010 Labrador Winter Games in Happy Valley-Goose Bay, which attracted more than 400 participants from 25 communities throughout Labrador, supported by a \$500,000 investment
- More than 90 of Newfoundland and Labrador's Top Young Athletes were honoured during the Premier's annual Athletic Awards.

3.2 Culture (Arts and Heritage)

Arts cultural activity highlights and accomplishments for 2010-11 included:

- *Republic of Doyle* Season Two television series - filmed in and around St. John's thanks in part to an approximately \$6 million investment from the Provincial Government over two years (\$3 million in film equity, and up to \$3 million more through the Newfoundland and Labrador Film and Video Industry Tax Credit)
- In 2010 a full-year calendar of events was developed and marketed for the Cupids 400th Anniversary celebrations that included over 200 individual events staged throughout the Northern Avalon Peninsula region, culminating in the six-day Cupids Cove Soiree in August which attracted over 25,000 visitors
- The new Cupid's Legacy Centre opened and attracted approximately 9,500 visitors
- A showcase of Newfoundland and Labrador talent, as well as tourism, business and trade opportunities were supported by a \$3.3 million investment in the Vancouver 2010 Olympic and Paralympic Winter Games, which brought the Olympic spirit back to the province through a series of activities, including:
 - Performance by approximately 80 Newfoundland and Labrador artists at the Vancouver 2010 Olympic and Paralympic Winter Games
 - Participation by eight Aboriginal youth in the Opening Ceremonies of the 2010 Vancouver Winter Olympics
 - Newfoundland and Labrador Day at the 2010 Olympics - Regional Community celebrations with many local artists
- The JUNOS 2010 Awards, Gala and events in St. John's showcased local talent and generated about \$10 million in economic activity with support of a \$1 million investment

- Grand Re-Opening of the LSPU Hall after renovations (\$613,000 Provincial Government contribution toward total costs of \$1.8 million)
- Robert Chafe won the Governor General's Literary Award for Drama for his stage play *Afterimage* and Richard Greene won the Governor General's Literary Award for Poetry for his collection *Boxing the Compass*
- NL-based films were included at prestigious international film festivals, such as Cannes, Sundance, and Toronto International Film Festival in 2010. The first ever award for NL and Atlantic Canada at the Sundance was given to the film *Grown Up Movie Star*
- Six titles locally published by Boulder Publications, Breakwater Books, Flanker Press, and Creative Book Publishing were nominated for the 2010 Atlantic Book Awards. Boulder Publications' *Birds of Newfoundland* by Ian Warkentin and Sandy Newton received the Best-Published Atlantic Book Award
- Dance NL, a sectoral association, was formed in 2010 by the province's professional dance community
- The 8th *Festival 500* continued to celebrate our gift for singing, generating economic development and international awareness of the province as a destination of choice
- A new Manager of Programming and Partnerships, and a new Marketing Specialist, were hired to oversee community engagement and audience development for Regional Arts and Culture Centres.

Heritage culture highlights and accomplishments for 2010-11 included:

- New \$1.1 million, 1,900 square foot expansion of exhibition gallery was unveiled at the Mary March Museum (a regional operation of The Rooms Corporation)
- A \$205,000 Innovation Heritage (Pilot) Project was launched on the Great Northern Peninsula to help community-based heritage organizations build capacity, improve operations and promote the region's heritage
- Over \$100,000 in additional funding to boost Cultural Economic Development programming. The 2010 program is providing almost \$2.5 million for operational and project support to the arts, cultural and heritage sectors
- 2010 Provincial Historic Commemorations Program included the designated Founding of the Royal Newfoundland Constabulary (1871); the 1929 Tsunami as *Events of Provincial Significance*; and "Rescues at Sea" and the heroism associated with such events as a *Distinctive Cultural Tradition or Practice*
- Exhibits were upgraded at Commissariat House and Trinity Visitor Centre, and the Trail system at Boyd's Cove was expanded and planning for the O'Brien's Farm got underway
- *See the Sites* marketing campaign was also launched with a new website (www.seethesites.ca), signage upgrades, network-wide Season Pass and Social Media campaign

- Background work completed for the restoration of the Colonial Building, with construction/exhibit development scheduled for late summer 2011
- One of the most spectacular archaeological finds of the past decade was made by Neil White and Marion Adams with their discovery of a buried cache of prehistoric large stone blades on the Change Islands
- Funding support of \$150,000 for the 41st World Conference of the International Congress of Traditional Music, hosted by Memorial University in July 2011. This was the first time ever that this conference was held in Canada.

Major Gifts and Support of Culture, Arts and Heritage

- The Rooms Corporation received \$2.5 million from Husky Energy. To mark the event, The Rooms fourth level museum gallery will be named *The Husky Energy Gallery*. A private donation of \$1 million from Elinor Gill Ratcliffe will be marked by the new Elinor Gill Ratcliffe Gallery, which will house the *Social History of Newfoundland and Labrador* Exhibit.

3.3 Tourism

Improvements to transportation infrastructure and our continuing marketing campaigns are among the highlights and accomplishments in Tourism for 2010-11, which included:

- Tourism marketing efforts were recognized with a gold CASSIE (Canadian Advertising Success Stories) and eight Hospitality Sales and Marketing Association International Awards, bringing the total number of awards earned by the campaign to 107
- Province launched “Ancient Land”, the 10th chapter in the highly successful television advertising component of the *Find Yourself Here* tourism campaign
- Air Marketing Strategy was implemented through the 2010 launch of *Taking Flight: An Air Access Strategy for Newfoundland and Labrador*
- The NL Tourism Board supported the Provincial Government and Hospitality NL’s efforts to advocate for better infrastructure, improved services and lower costs. Federal Budget 2010 included investment in two new Marine Atlantic Ferries and related infrastructure and service upgrades to meet increasing traffic demand to ensure a safe, reliable and efficient ferry service, and to improve the visitor experience
- The \$850 million tourism industry continued to grow with a record year for Tourism in Newfoundland and Labrador which marked the first time ever non-resident visitation topped over 500,000 (and a 7.2% increase in non-residential visitation over 2009)
- Avalon Peninsula named a Top Coastal Destination by *National Geographic Traveler Magazine*
- *NY Times* puts Labrador at the top of its list of up and coming destinations to visit now

- Continued resident seasonal marketing campaign and Season Extension Initiatives provide an early boost (7% increase in visitor traffic over 2009 up to June)
- Release of the vehicle rental study, *A Driving Need*, with recommendations to improve this vital transportation component of the tourism industry by addressing vehicle rental shortages during peak tourism season
- Winner of 17 Awards including “Best of Show” for the *Find Yourself Here* Campaign at the annual Innovation, Creativity and Enterprise Awards.

4. Report on Performance: Mission

4.1 Mission Statement

By 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, fostered creativity in the arts and the recognition of artists, preserved tangible and intangible heritage resources and increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

The Department’s mission reflects the development and approval of major sector strategies and plans in culture, recreation, sport and tourism which have been completed since the last planning cycle from 2006 to 2008. These strategies and plans, developed within the framework of Government’s Strategic Directions and reflecting stakeholder consultation and priorities, were:

- *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (ten-year plan released in 2006) and *A Strategic and Operational Review of Arts and Culture Centres* (independent review and six-year plan released in 2008).
- *Active, Healthy Newfoundland and Labrador: A Provincial Recreation and Sport Strategy for Newfoundland and Labrador* (ten-year plan released in 2007); *Recreation Options for Renewal* (independent assessment and redevelopment plan of the Recreation and Sport Division and provincial organizations released in 2009); and *Review of the Newfoundland and Labrador Winter and Summer Games* (independent assessment and redevelopment plan released in 2009)
- *Uncommon Potential: A Tourism Vision for Newfoundland and Labrador* (released in 2009).

Through implementation of key priorities of the sector strategies during the mission (2006-11), TCR has made significant progress on a wide range of strategic issues. These successes were only possible through the efforts of the Department's staff and our close cooperation with other partners.

4.2 Mission Measures, Indicators and Results

Measure: Priority actions of the Recreation and Sport Strategy, especially those relating to increased physical activity, are implemented.

Indicator: Recreation and Sport Strategy relating to increased physical activity implemented.

Results:

A total of 20 priority actions of the Provincial Recreation and Sport Strategy were implemented during the mission period. These actions are listed below under relevant key direction of the Strategy.

- Increased opportunities for involvement and participation in recreation, sport and physical activity through:
 - Increased funding for 40 Provincial Recreation and Sport Organizations for operation of their programs and services
 - Enhanced Community Recreation Development Grants Program with additional funding to expand coverage and better focus on physical activity
 - New Regional Games Program implemented to increase sport participation and physical activity in the regions
 - Bi-Lateral Agreements for General Sport Development, Aboriginal Sport, Healthy Eating and Physical Activity implemented
 - Design of a new provincial After School Physical Activity program
 - Funding for the Coalition for Active Living, a provincial partnership in support of increased physical activity.
- Improved citizen access to recreation and sport opportunities through:
 - New Seniors Recreation Grant Program to promote increased access to recreation and physical activity for seniors
 - Implementation and evaluation of a new Regional Recreation Directors program in four regions of the province
 - Increased funding for *Kidsport*®, a public-private initiative to reduce participation barriers for children from lower income households
 - Increased funding for *High Five*®, a program designed to promote the healthy development of children 6-12 years

- Working Group formed, provincial consultation undertaken and recommendations for action made to reduce barriers and increase participation of under-represented groups including women and girls, Aboriginal persons and persons with disabilities.
- Strengthened public sector support of recreation and sport through revitalizing the Recreation and Sport Division and better coordinating our system of support:
 - Implementing key recommendations of 2009 review of the Recreation and Sport Division including a Human Resources review started in 2010 and strategic and operational review of provincial federations initiated in 2010-11.
 - Formed an Inter-Departmental Coordination Committee in 2007-08 with key provincial government partners in Health, Education, and Human Resources, Labour and Employment which agreed to advance the physical activity and wellness agenda and better focus public sector support. Agreed to and initiated interventions on key priorities in: 1) increased physical activity levels for children and youth; 2) integration of Healthy Eating and Smoke-Free Messaging into recreation and sport programs; 3) support for under-represented groups; 4) enhanced inter-sector collaboration; and 5) aligning social marketing.
- Provided and supported opportunities for all citizens to reach their highest potential in sport:
 - Funding to implement the national Long-Term Athlete Development model and hire a coordinator
 - Reviewed and revitalized Newfoundland and Labrador Games Program and held successful summer and winter provincial games involving hundreds of athletes, coaches and officials from all parts of the province
 - Hired a Games Coordinator to better prepare athletes for the Newfoundland and Labrador and Canada Games
 - Enhanced the provincial Premier's Athletic Awards to recognize and better support elite athletes
 - Increased funding for hosting of regional, national or world sport championships.
- Built human resources capacity through increased funding for the Provincial Sport Organizations to enhance organizational capacity and operations, and for the organizations' Executive Directors and Program Directors (15 positions).
- Built capacity through infrastructure by approving \$8.3 million for large federal/provincial/municipal projects and \$450,000 in federal Recreation Infrastructure Canada funding for smaller recreation capital projects; this is in addition to \$1,000,000 in recreation infrastructure funded through TCR annually. This critical infrastructure provides safer, more accessible platforms for recreation, physical activity and sport in all regions of the province.

Indicator: Physical activity levels of children and youth (Target: increase).

Results:

During the mission period, the Department worked with Federal-Provincial-Territorial Ministers to develop and adopt new national physical activity targets in Canada's Physical Activity Guide for children and youth. The intention is to add 90 minutes of moderate-to-vigorous activity to the incidental activities required by daily living, which translates roughly into 16,500 steps daily. Following background research and consultation, Federal-Provincial and Territorial Ministers in 2008-09 committed to the formulation of an evidence-based action plan to meet these national targets by 2015.

Given this is a broader social issue involving multiple partner organizations, the department could not measure an increase during the mission period. However, the Government of Newfoundland and Labrador has committed to this new 2015 target and is working with relevant partners to implement the agreed-upon actions in the areas especially in the after-school time period which has been identified as a key opportunity to promote physical activity. By March 31, 2011, the Department of TCR with its partners the Departments of Education, Health and Community Services and Human Resources, Labour and Employment, had developed a new After-School Physical Activity Program that will be launched later in 2011 to target an increase in physical activity in the key population of children and youth.

Measure: Approved, short-term recommendations of the strategic and operational review of Arts and Culture Centres are implemented.

Indicator: Strategic and operational review of Arts and Culture Centres completed and selected priorities for program delivery, operations and investment implemented.

Results:

Selected priorities for program delivery, operations and investment were implemented increasing the relevance and accessibility of Arts and Culture Centres as follows:

- A Strategic and Operational Review was completed in 2008 and all six recommendations were addressed by 2010-11. Progress was made on implementation in all six areas: governance; Human Resources (HR); programming; marketing; finance; and infrastructure
 - Governance options were reviewed and preferred option identified
 - Financial systems were assessed and proposals for additional investment developed
 - An HR Review was undertaken and a new organizational structure approved by the Public Service Secretariat

- New community partnerships were established with communities in all regions where the centres operate and included two partnerships external to the province
- Diversity of programming occurred through international, francophone, multi-cultural artists and productions and the introduction of new and diverse genres such as film and art
- Regional touring and community partnerships resulted in showcasing more regional artists and increased the relevance of the centres
- Hiring for new positions related to regional programming and partnerships, and marketing and audience development was completed in 2010.
- Short-term infrastructure and re-capitalization priorities were identified and an \$837,113 investment was made in infrastructure upgrades in 2009-10; and \$750,000 allocated in 2010-11. These short-term, priority infrastructure requirements related to safety, accessibility and upgrading were completed at all centres.
- Longer term re-capitalization needs were identified in consultation with the Department of Transportation and Works
- New programming approach was approved in early 2011 to include community circuit and engagement with the education system, resulting in more rural partnerships.

Measure: Approved recommendations of the New Media Industry Study and Book Publishing Industry Assessment are implemented.

Indicator: New Media Industry program elements supported.

Results:

Resources were allocated to fund incremental initiatives that supported approved recommendations of the New Media Landscape and Industry Study¹ and program elements. The New Media Industry was supported as follows:

- Draft New Media Program was developed as part of Cultural Export initiatives in 2008-09. This new program aimed to put in place effective strategies to develop the industry in the best possible manner for the maximization of economic opportunity for

¹ In 2007, a provincial working group on new media was formed, composed of representatives of the Department of TCR (Arts Division), the Newfoundland and Labrador Film Development Corporation and the Newfoundland Film Producers Association. A new media landscape and environmental scan study was completed in 2008 and provided guidance for decision making and investment in this cultural industries sector.

Newfoundland and Labrador creators. TCR provided support to an annual average of \$45,000 through the Cultural Economic Development Program. From 2008-09 to 2010-11, a total of 32 New Media Projects have been supported to a total of \$135,993 through the program

- Interactive Digital Media Action Plan was drafted in 2010-11.

A draft New Media Program that reflected approved recommendations of the New Media Industry Study was developed as part of the Cultural Export Initiatives in 2008-09. This program was to support projects which most strongly combined innovation, marketability, and cultural content by NL producers. Program elements included market research and product exploration, a product development/production fund, and program launch/outreach/promotion research. The Department of TCR did not create a dedicated New Media Program with the program elements as recommended, however it supported and will continue to support New Media projects in the areas originally identified in the program elements.

The publishing sector was assessed through the Cultural Economic Development Program Evaluation in 2010, and specific recommendations concerning improvements were reviewed with the publishing industry for implementation. The Publishers Assistance Program, through the Cultural Economic Development Program, provided support and professional development to publishers, in addition to the market access and export component of Cultural Economic Development Program. From 2008-09 to 2010-11, five local book publishers together received a total of \$200,000 annually through the Publishers Assistance Program.

Measure [Goal A]: Efforts to sustain the built heritage and optimize benefits are advanced.

Indicator: Strategies to sustain the built heritage and optimize benefits developed.

Results:

As part of the Cultural Plan, strategies were developed directing Government to become a model custodian of our province's tangible heritage resources; clearly define heritage principles, values and responsibilities; and promote and make an effective case for the continued and increased support of the province's heritage and heritage organizations.

Since 2008, significant progress has been made toward the protection of provincially significant built heritage resources held in the public trust in accordance with these strategies. These are in fulfillment of Government's strategic directions of preserving and protecting tangible heritage resources, and supporting and promoting the development of the tourism and cultural and heritage industries. From 2008 to 2011, these achievements included:

- The Provincial Historic Sites (PHS) Revitalization Strategy was implemented with \$2 million in infrastructure and upgrading
- A total of \$2,678,000 was expended from 2008-09 to 2010-11 in the restoration of the Colonial Building (part of an estimated \$22.3 million long-term project)
- Two new Provincial Historic Sites were identified for designation and preservation
- Land was acquired for Cupids Cove PHS and O'Brien's Farm was purchased.
- Designation of Cupids Cove Plantation as the province's newest PHS and the opening of the Cupids Legacy Centre in 2010
- Additional operating funding was provided to accommodate new PHSs and to enhance interpretive programming. Total increased investment in interpretive programming 2008-09 to 2010-11 was \$50,000 and the total investment in an innovative live history pilot program for the same period was \$103,000
- Preservation and adaptive re-use of the Colonial Building and other PHSs commenced and are ongoing
- Repair and enhancement of the Seamen's Museum in Grand Bank (\$1,489,000) and the Mary March Museum (\$860,000) in Grand Falls-Windsor, both of which are regional museums of The Rooms Provincial Museum
- Cultural Economic Development Program funding of \$1.2 million annually supported funded projects, 115 community organizations and six sector organizations.

These investments in provincially significant heritage resources further reinforced Government's role as a model custodian and steward of heritage resources, and worked to help maximize the social and economic benefits in terms of jobs and growth. With the addition of Cupids Cove Plantation in 2010, the number of Provincial Historic Sites also increased during the mission cycle. The Cultural Economic Development Program provided both operating support and support for best practices, organizational support and development (preservation, exhibitions, operations and interpretation) as well as cultural animation throughout the province. Through the program, there was increased investment in core institutions and community organizations that protect the built heritage, provide platforms for economic development, and operate core cultural attractions in the province's regions. In 2009, the cultural sector (including heritage) generated \$348 million in provincial Gross Domestic Product (GDP) and accounted for approximately 1.5% of total provincial GDP.

Measure [Goal B]: Framework of statutory protection for tangible and intangible cultural heritage further developed and strengthened.

Indicator: *Historic Resources Act* reviewed.

Results:

A review of the *Historic Resources Act* 1990 (*Act*) was completed during the mission cycle. As noted in *Creative Newfoundland and Labrador* (2006), the provincial cultural plan, legislation is the single most significant management tool within the province's cultural resource management framework and the *Act* is the single most important piece of heritage legislation in the province. A number of associated cultural heritage policies, tools, plans and strategies were also developed over the mission cycle that are within the scope of the development of a new *Act*. These included:

- Draft policy was developed for the preservation of Government-owned heritage structures and their adaptive re-use
- Ongoing digitization continued of the entire inventory of the archaeological sites maintained by the Provincial Archaeology Office
- Provincial Register of Heritage Places was developed
- The Intangible Cultural Heritage Strategy was developed
- Intangible Cultural Heritage and living traditions in communities were documented
- Special events and festivals celebrating living traditions, for example, mummering, were developed
- National Standards and Guidelines for the Conservation of Historic Places were adopted
- Provincial Historic Sites Interpretive Strategy was developed and is being implemented
- Provincial Historic Commemorations Program was developed and launched
- Aboriginal Cultural Heritage Program was developed and implemented.

Indicator: Palaeontological Regulations drafted and significant sites identified for designation.

Results:

Palaeontological Regulations were drafted and significant sites were identified for designation. The proposed regulations will address the problem of professional and amateur collectors removing significant fossil resources and/or damaging significant fossil localities in their attempt to remove fossil material for sale, trade or private collections.

Measure: Provincial tourism vision and strategy completed.

Indicator: Approved recommendations of the new provincial tourism vision and strategy implemented.

Results:

The following accomplishments were achieved through implementation of the new tourism vision and strategy:

- Award-winning marketing and brand development continued (107 national and international awards to date)
- *Uncommon Potential – A Vision for Newfoundland and Labrador Tourism* was completed and launched by the Provincial Government and Hospitality Newfoundland and Labrador in Corner Brook on February 6, 2009
- Tourism Vision action plan was developed in 2009 to address six of seven of the Tourism Vision's Strategic Directions: 1) Public-Private Partnership; 2) Sustainable Transportation Network; 3) Market Intelligence and Research Strategy; 4) Product Development; 5) Tourism Technology; 6) Marketing our Brand; and 7) Developing our Workforce (largely undertaken through Hospitality Newfoundland and Labrador and considered longer term). See Section 7.4, p. 51-56 for further information.
- Establishment of a Public-Private Partnership was identified as top priority, and the NL Tourism Board was in place by June 3, 2009
- Investment plan and performance measurement framework were developed in 2010
- Supported the former Department of Business (lead; now part of the new Department of Innovation, Business and Rural Development – IBRD) in the Provincial Air Access Strategy
- Tourist Oriented Directional Signage policy was developed in 2009 and piloted in 2010
- Priority tourism research initiatives were completed: Motor Vehicle Rental study and Resident Survey were completed; draft Visitor Information Services Review report was received; Provincial Air and Auto Exit Survey program was initiated; Labrador Travel Survey was initiated and New Air Access and Tracking Monitor program was developed; and the provincial Air Strategy implementation was supported (lead the former Department of Business which is now part of the new Department of IBRD)
- Season Extension program pilot was completed on the Bonavista Peninsula and Western Newfoundland (Gros Morne area) with evaluation ongoing
- Workshops and seminars were delivered on enhanced product development and best practices
- www.Tourismtechnology.com was implemented to support the uptake of technology among tourism operators
- NL Tourism website was upgraded to enable users to more effectively plan their vacations.

5. Report on Performance: Strategic Issues

The following section presents the outcomes of the Department's 2008-11 goals with associated measures and indicators, and the 2010-11 objectives with associated measures and indicators. These goals were identified in 2008 in consideration of the Department's mandate, fiscal resources and Government's strategic directions. Results demonstrate that the Department has made significant progress toward achieving its 2008-11 goals and 2010-11 objectives, as well as supported the strategic directions of: 1) increasing

participation in physical activity, recreation and sport, and achieving excellence on the national and international stage; 2) supporting and recognizing professional artists and their endeavours; 3) preserving, protecting and strengthening tangible and intangible cultural heritage; 4) developing and sustaining creative enterprises and cultural industries; and 5) becoming a multi-season tourism destination.

5.1 Strategic Issue 1: Implement the Recreation and Sport and Sport Strategy

Since the Government of Newfoundland and Labrador launched *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* in 2007, the focus has been on promoting increased physical activity and working with key partners especially in the Departments of Health and Community Services, Education, and Human Resources, Labour and Employment to improve access to recreation and sport programs and services, promote health and wellness, and prevent disease. During the planning period, the Department of TCR focused on selected shorter-term measures associated with the Recreation and Sport Strategy's Six Key Directions and Goals and thereby contributed to Government's strategic direction that, "Newfoundlanders and Labradorians have increased their participation in physical activity, sport and recreation and have achieved excellence on the national and international stage."

Goal: By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy.

Measure: Implemented priority actions of the Recreation and Sport Strategy.

Indicators	Actual Results
Priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Committee implemented	<ul style="list-style-type: none">• 20 priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Committee were implemented in the following key areas: 1) increased physical activity levels for children and youth; 2) integration of Healthy Eating and Smoke-Free messaging into recreation and sport programs; 3) support for under-represented groups; 4) enhanced inter-sectoral collaboration; and 5) aligning social marketing efforts. Specific initiatives were:<ul style="list-style-type: none">○ Increased funding for 40 Provincial Recreation and Sport Organizations for operation of their programs and services○ Community Recreation Development Grants Program was enhanced to expand coverage and better focus on physical activity○ New Regional Games Program was implemented to increase sport participation and physical

Indicators	Actual Results
	<p>activity in the regions</p> <ul style="list-style-type: none"> ○ Bi-Lateral Agreements for General Sport Development, Aboriginal Sport, Healthy Eating and Physical Activity were implemented ○ New provincial After School Physical Activity program was designed ○ Funding was provided for the Coalition for Active Living, a provincial partnership in support of increased physical activity ○ New Seniors Recreation Grant Program was developed to promote increased access to recreation and physical activity for seniors ○ A new Regional Recreation Directors program was implemented and evaluated in four regions of the province ○ Increased funding was provided for <i>Kidsport</i>®, a public-private initiative to reduce participation barriers for children from lower income households ○ Increased funding was provided for <i>High Five</i>®, a program designed to promote the healthy development of children 6-12 years ○ A Working Group was formed, provincial consultation was undertaken and recommendations were made for action made to reduce barriers and increase participation of under-represented groups including women and girls, Aboriginal persons and persons with disabilities ○ Implementation of key recommendations of the 2009 review of the Recreation and Sport Division, including a Human Resources review which was initiated in 2010 and a strategic and operational review of provincial federations which was initiated in 2011 ○ Formation of an Inter-Departmental Coordination Committee in 2007-08 with key provincial government partners in Health, Education, and Human Resources, Labour and Employment, which agreed to advance the physical activity and wellness agenda and better focus public sector support. Interventions on key priorities were agreed to and initiated in: 1) increased physical activity levels for children and youth; 2) integration of Healthy Eating and Smoke-Free Messaging into recreation and sport programs; 3) support for under-represented groups; 4) enhanced inter-sector collaboration; and 5) aligning social marketing ○ Funding to implement the national Long-Term Athlete Development model and hire a coordinator ○ The Newfoundland and Labrador Games Program was reviewed and revitalized. This included

Indicators	Actual Results
	<p>the holding of successful summer and winter provincial games involving hundreds of athletes, coaches and officials from all parts of the province</p> <ul style="list-style-type: none"> ○ A coordinator was hired to better prepare athletes for the Newfoundland and Labrador and Canada Games ○ The provincial Premier's Athletic Awards were enhanced to recognize and better support elite athletes ○ Increased funding was provided for hosting of regional, national or world sport championships ○ Built human resources capacity through increased funding for the Provincial Sport Organizations to enhance organizational capacity and operations, and for organizations' Executive Directors and Program Directors (15 positions) ○ Capacity was built through infrastructure by approving \$8.3 million for large federal/provincial/municipal projects and \$450,000 in federal Recreation Infrastructure Canada funding for smaller recreation capital projects; this is in addition to \$1,000,000 in recreation infrastructure funded through TCR annually. This critical infrastructure provides safer, more accessible platforms for recreation, physical activity and sport in all regions of the province.

Objective 2011: By 2011, have further developed and strengthened partnerships within government and with various non-government organizations in support of increased physical activity and increased access to recreation and sport opportunities.

Measure: Partnerships within government and various non-government organizations in support of increased physical activity and increased recreation and sport opportunities.

Planned versus Actual Results for 2010-11 Indicators:

Planned for 2010-11	Actual Performance 2010-11
Inter-sectoral collaboration (education, health, socio-economic e.g. populations at risk and recreation and sport) continued with a focus on under-represented groups and the After School	<ul style="list-style-type: none"> • An inter-departmental group was formed in 2010-11 with Disability Policy Office, Women's Policy Office and Recreation NL to address issues of under-represented groups and their involvement in physical activity, recreation and sport • A working group of the Inter-Departmental Coordination Committee was formed in

Planned for 2010-11	Actual Performance 2010-11
Physical Activity Program for Youth	2010-11 to develop an After School Physical Activity Funding Initiative; the program was designed with key Inter-Departmental Coordination Committee partners for launch in 2011-12 and monitoring and evaluation over a two-year pilot period
Action plan initiated for under-represented groups supported by Rec NL, Women's Policy Office, HRLE Disability Policy Office and TCR	<ul style="list-style-type: none"> • Extensive background policy research and stakeholder consultation through a provincial roundtable were completed by February 2011 • Draft report with recommendations was submitted for review to the Department of TCR and partners by March 31, 2011. Action plan to be developed following review
Strategic and Operational Review of Recreation NL, School Sport NL and Sport NL initiated to better align organizations with the recreation and sport strategy, and achieve efficiencies of operations	<ul style="list-style-type: none"> • Strategic and Operational Review of the provincial federations initiated through the development of an approved Request for Proposals for qualified consultants to conduct the review later in 2011
New regional services support investigation initiated	<ul style="list-style-type: none"> • New regional support services investigation initiated through the development of an inventory of recreation and sport programs and an updating of baseline information on regional services support models in other comparable jurisdictions

In 2010-11, there was further development of partnerships within government including the Departments of Health and Community Services, Education and TCR, the Women's Policy Office, the Disability Policy Office (HRLE), and with non-government organizations such as Recreation NL, in support of increased physical activity and increased access to recreation and sport opportunities especially for under-represented groups.

Overall Discussion of Results:

TCR's goal for 2011 was to have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* (2007). Since the launch of *Active, Healthy NL*, the Provincial Government has invested more than \$62 million in recreation and sport infrastructure and \$8.8 million on programs and services to support athlete development. Over the past three years, TCR has worked

with its key government and non-government partners to reorganize existing systems with special emphasis on effective coordination and increased investment, support and promotion of physical activity, recreation and sport.

5.2 Strategic Issue 2: How to make the Arts and Culture Centres more relevant and accessible

In 2006, the Provincial Government released a cultural strategy: *Creative Newfoundland and Labrador – The Blueprint for Development and Investment in Culture*, which committed \$17.6 million in new funding to culture and heritage over a three-year period. As part of that strategy, Budget 2007-08 committed \$75,000 for the development of a strategic plan for Arts and Culture Centres (ACCs). This review provided recommendations to the Provincial Government on the general operations of the province's six regional ACCs, and how they could be made more accessible and relevant to the communities they served. This was in support of Government's Strategic Direction, "Support and Recognition of Professional Artists and their Endeavours." As such, for the 2008-11 period, TCR will ensure that Arts and Culture Centres throughout the province are more relevant and accessible.

Goal: By 2011, have made Arts and Culture Centres more relevant and accessible.

Measure: Implemented approved, short-term recommendations of the strategic and operational review of arts and culture centers.

Indicators	Actual Results
Strategic and operational review of arts and culture centres completed	<ul style="list-style-type: none">• A strategic and operational review of Arts and Culture Centres was completed in June 2008. This review involved seven consultation sessions in six regions where centres are located. The review made six major recommendations related to governance, HR, programming, marketing, finance and infrastructure
Strategic and operational plan completed	<ul style="list-style-type: none">• Strategic and operational plan was completed and recommendations were prepared in July 2008. Short-term recommendations were approved and implementation was initiated in 2009-10
Priorities for program delivery, operations and investment implemented	<ul style="list-style-type: none">• All six of the Strategic and Operational Review recommendations were addressed and priorities were implemented in all six areas: governance model, Human Resources, programming, marketing, finance and infrastructure of the centres
Number of community	<ul style="list-style-type: none">• 23 community partnerships were in place by 2010-11, an increase of 13 over 2009-10

Indicators	Actual Results
partnerships in place	
Diversity of programming ²	<ul style="list-style-type: none">• Some diversity of programming opportunities was implemented in all six centres through the introduction of new genres (film, art, circus); multi-cultural, francophone and international performers; and increased physical accessibility at the centres, including completed infrastructure accessibility upgrades
Touring support provided	<ul style="list-style-type: none">• Touring support was at \$400,000 in 2010-11 with related in-kind support and there was some diversity of programming introduced as noted above

Objective 2011: By 2011, have completed implementation of the strategic and operational plan.

Measure: Implementation of all priority actions of the Arts and Culture Centres Strategic and Operational Review underway.

Planned versus Actual Results for 2010-11 Indicators:

Planned for 2010-11	Actual Performance 2010-11
More selected priority actions implemented.	<ul style="list-style-type: none">• While all six of the Strategic and Operational Review recommendations were addressed by 2010-11 with some progress on implementation made in all six areas: governance, Human Resources (HR), programming, marketing, finance and infrastructure, full implementation was not achieved. This was a result of an adjusted timeline. All priority actions to be implemented in 2012-13.
Need for a new and effective Governance model addressed and a new Governance model confirmed	<ul style="list-style-type: none">• Governance options were reviewed and a preferred option was recommended and approved
Human Resources system conducive to	<ul style="list-style-type: none">• HR review was completed in June, 2010 (support by the Strategic Human Resources

² Diversity in cultural programming includes different programming by genre and international/multi-cultural programming. It is fostered through the support of programming that extends opportunities to populations that have marginal access because of language, socio-economic or geographic barriers or other barriers such as physical disabilities.

Planned for 2010-11	Actual Performance 2010-11
the effective operation of the Arts and Culture Centres confirmed	<p>Management Unit – Resource Sector and the Public Service Secretariat) and was approved in early 2011</p> <ul style="list-style-type: none"> • By March 31, 2011, a specialized, dedicated team was in place consisting of a Manager of Programming and Partnerships and a Marketing Specialist for programming, outreach and marketing areas, to address existing gaps and the potential for development identified by the Review
Marketing and Communications Plan that promotes the Arts and Culture Centres role and program throughout Newfoundland and Labrador under development	<ul style="list-style-type: none"> • A strategic, coordinated Marketing and Communications Plan was initiated including social media promotion and improved marketing tools that have been initiated through <i>Facebook</i> and <i>Twitter</i>
Opportunities for community and regional involvement for the Arts and Culture Centres supported	<p>Opportunities for community and regional involvement in support of Arts and Culture Centres included:</p> <ul style="list-style-type: none"> • New programming approach was approved for all regions throughout the province in early 2011 that includes a community circuit (multiple locations). This will result in more partnerships with more rural communities, more cultural organizations and artists • School and education connections/consultations initiated to: 1) Develop programming to meet provincial curriculum (relevance); 2) Coordinate with school schedule; and 3) Increase audience engagement and attendance
ACC buildings recapitalization plan under development.	<ul style="list-style-type: none"> • Preparation of a long-term re-capitalization plan based on an inventory of needs was initiated with the Department of Transportation and Works

Overall Discussion of Results:

In 2008, Government assessed that the province's Arts and Culture Centres were not coming close to fulfilling their promise or potential and needed a new start. ArtExpert.ca, an independent consulting firm, was awarded a contract in January 2008 to undertake a strategic and operational review of provincial Arts and Culture Centres in Newfoundland and Labrador. This work was guided by an advisory committee composed of representatives of the Provincial Government and the cultural community. Consultation involved seven meetings in the six regions where centres are located to provide an opportunity for representatives of the arts community, and

others, to provide their input into how TCR could better integrate Arts and Culture Centres into overall plans to develop, protect and promote cultural initiatives in this province.

By 2010-11, implementation of all priority actions of the Arts and Culture Centres Strategic and Operational Review recommendations was well underway, resulting in more relevant and accessible centres over the plan period. While TCR was not able to fully implement all priority actions as per its 2010-11 objectives, due to a longer than expected timeline for the work, significant progress was made. This included addressing the review's priorities, undertaking required planning, and seeking and obtaining the approvals required to more fully implement the plan. The HR review was completed in 2010-11. Budget 2010-11 allocated \$950,000 (\$750,000 in Budget 2010-11 plus \$200,000 carried over from Budget 2009-10) in infrastructure funding and \$25,000 to extend the Arts presentation program with the Department of Canadian Heritage. Much-needed infrastructure upgrades were completed in all centres including the removal of physical barriers and greatly increasing accessibility. This included the expansion of wheelchair spaces at the St. John's Arts and Culture Centre by ten, floor infill in the former galleries which increased access to more community rehearsal space, upgrades to the exterior ramp in St. John's and bathroom upgrades for wheel chair access in Labrador West and Grand Falls-Windsor. There was also new seating installed in Stephenville, Corner Brook and Gander, and the Basement Theatre. The Box Office in St. John's was renovated.

By 2010-11, community partnerships had increased to a total of 23, with increases recorded in each of the six centres. Diversity of programming (by genre) grew over the planning period and included international, francophone, multi-cultural, and circus performance. Diversity further increased in 2010-11 with the addition of one visual art program and a film series established in Grand Falls-Windsor. International performer Eric Bogle (Australia) also performed and a new partnership with Music, Media and Place, the Memorial University research chair in traditional and indigenous music, entered into in 2010, resulted in new international performers in July 2011. Two centres reached outside the province for partnerships (Labrador West and Fermont, Quebec and Grand Falls-Windsor and the Toronto Film Festival). Such partnerships resulted in the showcasing and profiling of more regional artists, greatly increasing the relevance of these centres to the audiences they serve, and providing both a window in and a mirror reflecting back, the province's culture to its residents. The centres continued to promote provincial talent and touring support was provided, both financial and in kind.

Since 2006-07, an average of \$750,000 per year has been used to repair, upgrade, renovate and refurbish the Centres based on long-standing, prioritized needs. These infrastructure investments increased accessibility, protected provincial investment in these facilities and provided a safe and inviting environment for audiences and performers alike. TCR continued to meet with the Department of

Transportation and Works to review the inventory of needs and establish the priorities for upgrades and renovations for all the centres, including improved physical accessibility.

5.3 Strategic Issue 3: Address strategic cultural industries opportunities

Interactive Digital Media is one of the fastest growing sectors of the cultural and communications industries. The province's publishing sector was founded and has developed in the belief that a vigorous, provincially owned and controlled book publishing industry is essential to the economic, cultural, educational and social life of the province. Both Interactive Digital Media and the publishing sector are increasingly linked through the development of new technologies and innovation. Strategic Plan 2008-11 identifies these strategic sectors within the cultural industries for particular attention during the planning period. This is consistent with the Department of TCR's Strategic Direction to "develop sustainable creative enterprises and cultural industries."

Goal: By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry.

Measure: Implemented approved recommendations of the New Media Industry Study and the Book Publishing Industry Assessment.

Indicators	Actual Results
Provincial Study of the New Media Industry is completed	<ul style="list-style-type: none">• New Media Landscape and Industry Study was completed in 2008
Program elements, projects, partnerships and initiatives as recommended in the provincial new media study and book publishing industry assessment are implemented	<p>The Department of TCR has not created a dedicated New Media Program with program elements as originally recommended in the provincial new media study. The Department did not complete a separate Book Publishing Assessment. The publishing sector was reviewed as part of the independent Cultural Economic Development Program (CEDP) Evaluation (see below). Program elements, projects, partnerships and initiatives in new media and book publishing were supported and implemented as follows:</p> <ul style="list-style-type: none">• From 2008-09 to 2010-11, TCR supported 32 New Media Projects totaling \$135,993 through the Cultural Economic Development Program• New Inter-Active Digital Media Action Plan was drafted in 2010-11

Indicators	Actual Results
	<ul style="list-style-type: none"> From 2008-09 to 2010-11, five local book publishers together received a total of \$200,000 annually (all combined) in support through the Publishers' Assistance Program. Another \$15,000 was received through other components of Cultural Economic Development Program. From 2008-09 to 2010-11, a total of three magazine and periodical publishers also received a total of \$85,000 annually The publishing sector was reviewed as part of the independent Cultural Economic Development Program Evaluation in 2010. Recommendations for program improvements were reviewed with the publishing industry for implementation

Objective 2011: By 2011, have supported the further development of the Book Publishing Industry so that it is better equipped to produce quality products and to participate in a competitive marketplace.

Measure: Further development of the Book Publishing Industry is supported.

Planned versus Actual Results for 2010-11 Indicators:

Planned for 2010-11	Actual Performance 2010-11
Book Publishing Assessment completed.	<ul style="list-style-type: none"> Not completed. The publishing sector was reviewed as part of the independent CEDP Evaluation in 2010. Recommendations for program improvements were reviewed with the publishing industry for implementation and this process ascertained that the full assessment was not required.
Initiatives to support further development of the Book Publishing Industry identified and actions being taken toward implementation.	<ul style="list-style-type: none"> In 2010-11, five local book publishers together received a total of \$200,000 in support through the Publishers' Assistance Program. Additional funding was provided through other components of CEDP. TCR and publishers reviewed the Publishers' Assistance Program assessment criteria for possible ways of adjusting it so as to include some qualitative elements without negatively affecting their essential economic/business approach. Actions were taken to implement the changes in 2011-12.

By 2011, TCR had contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry.

Overall Discussion of Results:

Inter-Active Digital Media (IDM) is one of the fastest-growing sectors of the cultural and communications industries, and the 2008 New Media Landscape Study identified the challenges facing the industry including: the lack of awareness of multimedia applications in the sector; the relatively small size of such companies; the lack of an industry association; the lack of market information and; the need for more connections between producers and new media.

TCR found the means to support IDM projects (website development and travel costs associated with professional development) within the existing Cultural Economic Development Program (CEDP) funding in 2009-10 and 2010-11. During this period, from 2008-09 to 2010-11, 32 New Media Projects were supported totaling \$135,993 through CEDP. Support through CEDP has increased the capacity for market access for Newfoundland and Labrador cultural producers, including those working within the IDM industry. Access to IDM training and the incorporation of various IDM components into the business of cultural producers has also expanded the number and range of the province's cultural products and its opportunities to export. Video Game Development, a component of the IDM industry, has also shown tremendous growth and opportunity. The establishment of new companies indicated the growth of this aspect of IDM in the province and an analysis of their challenges and opportunities was also assessed by the intergovernmental working group. A draft IDM Action Plan was drafted in early 2011 with the overall goal of supporting the growth of the industry in Newfoundland and Labrador in the future.

The dedicated Publishers' Assistance Program (PAP), through the CEDP, was initially established in 2006 to support local publishing companies to help strengthen their ability to provide services. Publishers also have accessed the market access and export component of CEDP as well as Professional Development. Increased funding for the PAP in addition to other CEDP funding (now more than \$200,000 in total), provides critical support to five local publishing companies to help strengthen their ability to provide services. The market access and export component of CEDP is vital to the publishing industry, as is professional development.

The number of books published has increased from 64 in 2008-09 to 73 in 2010-11, including audio books. Three very successful literary festivals in the province – Winterset, Writers at Woody Point, and March Hare – continue to attract national and international audiences. Further, six titles locally published by Boulder Publications, Breakwater Books, Flanker Press, and Creative Book Publishing were nominated for the 2010 Atlantic Book Awards. Boulder Publications' *Birds of Newfoundland* by Ian Warkentin and

Sandy Newton received the Best-Published Atlantic Book Award. Several books, namely Joan Clark's *Audience of Chairs*, Kevin Major's *Holdfast* and Lisa Moore's *February* are being adapted for film.

CEDP also provides support for magazine and periodical publishing (approximately \$80,000 per year). Especially noteworthy is the support for *Them Days* Inc. The development of a Labrador-based archive is among the specific objectives noted in the *Northern Strategic Plan*, and a new literary journal, *Riddle Fence*, was initiated in 2007 as a celebration of the 20th anniversary of the Writers' Alliance of Newfoundland and Labrador. CEDP support, combined with the Newfoundland and Labrador Arts Council (NLAC) support to writers, also positions local publishers to avail of and leverage Federal Government support.

5.4 Strategic Issue 4: Preserving and protecting our province's tangible and intangible cultural heritage

Newfoundland and Labrador's tangible and intangible heritage is integral to our unique identity which the province is proud to celebrate and promote. *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (2006) confirms the major contribution of heritage activities, institutions and heritage industries to the material and social well being of the province. Government's Strategic Direction is to ensure that "Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened." The 2008-2011 Strategic Plan contains two specific goals: A) to "have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations;" and B) to "have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection."

Goal A: By 2011, have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations.

Measure: Efforts to sustain the built heritage and optimize benefits are advanced.

Indicators	Actual Results
Strategies to sustain the built heritage and optimize benefits are developed	<ul style="list-style-type: none">• The Provincial Historic Sites Revitalization Strategy was implemented 2008 with \$2 million expended in infrastructure and upgrading from 2008-09 to 2010-11• Significant general site development/upgrades were completed at the Trinity Sites, Mockbeggar Plantation, Boyd's Cove, Commissariat House and Cape Bonavista as well as capital and maintenance at all sites• Land acquisition was completed for Cupids Cove Plantation Provincial Historic Site and the Cupids Legacy

Indicators	Actual Results
	<p>Centre was constructed, developed and opened in summer 2010 to coincide with the 400th anniversary celebrations</p> <ul style="list-style-type: none"> • Acquisition of O'Brien Farm occurred in 2010 • A Provincial Historic Sites Programming Plan was developed in 2010 to increase visitation, enhance visitor experiences and to ensure Provincial Historic Sites program funds are spent strategically. Increased and improved programming at sites directly supports <i>Uncommon Potential: A Vision for Tourism in Newfoundland and Labrador</i>. Programming includes site animation and community special events • Interpretation plans for 9 of 13 Provincial Historic Sites were completed • Visitor services research and assessments were undertaken across all Provincial Historic Sites • Network-wide Provincial Historic Site Visitor Service Standards were developed • New community partnerships were developed with Baccalieu Trail Heritage Corporation (for the operation of the Cupids Cove Provincial Historic Site) and ongoing with the Trinity Historical Society (for management of historic sites in Trinity). Marketing and other partnerships with Tourism Division, regional Destination Management Organizations, other heritage groups and attractions were explored. Partnerships were created with local schools and educational institutions, artists and community groups to enhance/animate sites and increase school visits • The Provincial Historic Sites Website http://www.seethesites.ca/ "went live" in the summer of 2011 • The Provincial Historic Commemorations Program was completed and implemented beginning in 2009; ten designations since program established; program includes a website http://www.seethesites.ca/commemorations-program.aspx • The Cultural Economic Development Program supported 115 community organizations and six heritage sector organizations. This provided both operating support and support for best practices, organizational support and development (preservation, exhibitions, operations and interpretation), as well as cultural animation • A three-year Heritage Cluster pilot program on the Northern Peninsula was designed to enhance the standards and sustainability of community museums by providing planning and professional expertise at the regional level
Number of heritage structures	<ul style="list-style-type: none"> • All 14 designated Provincial Historic Sites were preserved and re-used: <ul style="list-style-type: none"> ○ 13 Provincial Historic Sites were recapitalized and enhanced from 2008-2011 at a total investment of \$2

Indicators	Actual Results
preserved and re-used	<p>million (Point Amour, Boyd's Cove, the Trinity Sites, Commissariat House, Heart's Content, Cupids, Mockbeggar Plantation, Cape Bonavista, Quidi Vidi Battery, Newman Wine Vaults and Government House)</p> <ul style="list-style-type: none"> ○ Major restoration was initiated on one additional Provincial Historic Site: the iconic Colonial Building, for re-opening and adaptive re-use by 2014 (total investment to date \$2,678,000) ○ One new Provincial Historic Site was designated for preservation and re-use: the Cupids Cove Plantation Provincial Historic Site was designated and added to the provincial system in 2010-11 ○ Substantial progress made in 2010 on the transfer of property of Point Amour Lighthouse and Cape Bonavista which is expected to be completed sometime in 2011 ● Two Rooms Regional Museums were recapitalized and enhanced: (1) Mary March Museum in Grand Falls-Winsor (\$865,000 investment, re-opened 2010); and (2) Seamen's Museum Grand Bank (\$1,489,000 investment; to be reopened later in 2011)

Objective 2011 [Goal A]: By 2011, have advanced efforts to improve the system and tools for sustaining the province's heritage structures.

Measure: Efforts to improve the system and tools for sustaining the province's heritage structures advanced.

Planned versus Actual Results for 2010-11 Indicators:

Planned for 2010-11	Actual Performance 2010-11
Policy for the management of Government-owned heritage structures further developed	<ul style="list-style-type: none"> ● A policy document for management of Government-owned heritage structures was completed by a working group comprised of Tourism, Culture and Recreation, Transportation and Works, Municipal Affairs, Heritage Foundation of Newfoundland and Labrador, and Justice in 2010 ● A shortlist of government owned Class 1 and Class 2 structures identified ● Recommendations for implementation are being developed in concert with Transportation and Works and Municipal Affairs
Policy for adaptive re-use of	<ul style="list-style-type: none"> ● A policy document for adaptive re-use of Government-owned heritage structures was

Planned for 2010-11	Actual Performance 2010-11
Government-owned heritage structures further developed	<p>completed by a working group composed of Tourism, Culture and Recreation, Transportation and Works, Municipal Affairs, Heritage Foundation of Newfoundland and Labrador, and Justice in 2010</p> <ul style="list-style-type: none"> • Financial considerations were reviewed • Recommendations for implementation are being developed in concert with Transportation and Works and Municipal Affairs
Number of Government-owned heritage structures including the Colonial Building and the Seamen's Museum preserved, enhanced and/or re-used	<ul style="list-style-type: none"> • All 14 designated Provincial Historic Sites were preserved and re-used • Colonial Building Restoration Plan and Design work were completed and restoration was initiated; the total expended to date is \$2,678,000 • The Provincial Seamen's Museum in Grand Bank was refurbished in 2010-11 (as described above) • Major Provincial Historic Site capital projects were completed in Trinity, Commissariat House, Point Amour, Cupids, Mockbeggar Plantation and Cape Bonavista in 2008-11 at a total investment of \$2 million • The Cupids Cove Plantation Provincial Historic Site was designated and added to the provincial system in 2010-11 • Substantial progress was made in 2010-11 on the transfer of property of Point Amour Lighthouse and Cape Bonavista, which is expected to be completed sometime in 2011

Over the plan period the Department of TCR has achieved its goal to advance efforts to sustain the built heritage and optimize benefits by: 1) the development of policies for the management of Government-owned heritage structures and their adaptive re-use; 2) the continued recapitalization to undertake building conservation and to renew interpretive strategies; 3) having provided additional operating funding to accommodate new Provincial Historic Site and to enhance interpretive programming; and 4) the enhanced support to community heritage organizations to increase community involvement, enhance local knowledge and expertise and to increase local ownership of heritage issues.

Overall Discussion of Results Goal A:

The investments at Provincial Historic Sites have been made to protect the structural integrity of these buildings; to modernize the presentation of exhibits to make them more meaningful and relevant to visitors; and to provide enhanced programming at the sites. This has been complemented by the development of an Interpretive Planning Strategy to enhance visitor experiences that included partnerships with community groups and schools and new investment in a dedicated programming budget.

In 2009-10, an additional \$1.8 million was contributed to the construction of the Cupids400 Legacy Centre, bringing the Province's total commitment to the Cupids 400th Anniversary Celebration and related infrastructure to over \$3.8 million. The Legacy Centre, which opened in June 2010, showcases the history of the region and chronicles the establishment of the English presence in the New World. It is also serving as an anchor tourism attraction which will serve Cupids and surrounding areas for many years to come.

Approximately \$2,678,000 has been allocated to the Colonial Building restoration project to date. Completion of restoration and adaptive re-use expected by early 2014, and is anticipated to cost in the range of \$22.3 million. Specific work completed by 2010 included the stabilization of the ceilings in the two legislative chambers and the restoration of two highly decorative murals from 1880.

The Cultural Economic Development Program's (CEDP) independent evaluation (Goss Gilroy, 2009) found that investments in heritage organizations who work to preserve and present heritage assets resulted in benefits including: increased market access; an expanded range of cultural products and experiences; sustainability of heritage infrastructure; enhanced preservation and sustainability of heritage resources; increased professionalism and promoted best practices; leveraged other funding and provided significant support to organizations, events and festivals that are key regional economic generators.

CEDP support, especially for heritage operations, was critical to optimize benefits through preservation of heritage. These sites, facilities, organizations and groups have been put on a more solid financial and operational footing as a result of increased operating funding through the CEDP. Such organizations have also improved their capacity to protect, preserve and present artifacts and collections held by community-based museums and archives. Increased archival knowledge and documentary research has underpinned the enhanced knowledge needed to preserve protect and authentically develop community-based cultural resources, assets and attractions.

Goal B: By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection.

Measure: Framework of statutory protection strengthened and further developed.

Indicators	Actual Results
Review of <i>Historic Resources Act</i> completed	<ul style="list-style-type: none"> A review of the <i>Historic Resources Act</i> was completed A comprehensive systems analysis of the <i>Historic Resources Act</i> was completed in October 2010, which included a review of both federal and provincial legislation related to heritage preservation impacting the <i>Historic Resources Act</i>
Recommendations for updating and strengthening the <i>Historic Resources Act</i> identified	<ul style="list-style-type: none"> The completed systems analysis contained recommendations concerning the <i>Historic Resources Act</i>. These recommendations included identifying current gaps in the <i>Historic Resources Act</i>, policy changes or new policies to be implemented in the Department of TCR, and possible changes to acts and policies of other government departments and agencies with legislation impacting the <i>Historic Resources Act</i>

Objective 2011 [Goal B]: By 2011, have reviewed and made recommendations to update and strengthen the remaining *Historic Resources Act* for the protection, preservation and safeguarding of intangible and tangible heritage.

Measure: Review of the *Historic Resources Act* completed and recommendations to strengthen and update the *Act* have been made.

Planned versus Actual Results for 2010-11 Indicators:

Planned for 2010-11	Actual Performance 2010-11
The <i>Historic Resources Act</i> has been reviewed	<ul style="list-style-type: none"> A comprehensive systems analysis of the <i>Historic Resources Act</i> was completed in October 2010, including a review of both federal and provincial legislation related to heritage preservation impacting the <i>Historic Resources Act</i>
Consultation on updating and strengthening the <i>Historic Resources Act</i> initiated	<ul style="list-style-type: none"> Consultation did not occur in 2010-11 as a comprehensive plan first had to be developed. Plans were created by TCR working group through a proposed three-phased process which includes planned stakeholder consultations for strengthening the <i>Historic</i>

Planned for 2010-11	Actual Performance 2010-11
	<i>Resources Act</i> , beginning in 2011
Recommendations for updating and strengthening the <i>Historic Resources Act</i> under development	<ul style="list-style-type: none"> Recommendations for updating and strengthening the <i>Historic Resources Act</i>, which identify current gaps in the <i>Historic Resources Act</i>, policy changes or new policies to be implemented by TCR, and possible changes to acts and policies in other government departments and agencies which impact the <i>Historic Resources Act</i>, are under development by the TCR Working Group
Paleontological Regulations are recommended for approval	<ul style="list-style-type: none"> Palaeontological Regulations were developed and recommended for approval. A draft Memorandum of Understanding between the Departments of TCR and Natural Resources for enforcement of Regulations was initiated

Strengthening and enhancing the province's framework of statutory protection is a long-term cultural plan objective. It involves strengthening and "filling in" a number of framework components including inventories and registries, evaluation of heritage resources, statements of value, guidelines, interpretation themes and other management tools and plans.

Overall Discussion of Results Goal B:

Progress has been made toward Government becoming a model custodian, and there have been marked improvements in the system and tools for protecting and sustaining the province's significant tangible and intangible heritage including:

- The *Historic Resources Act (HRA)*, the central piece of heritage legislation in the province, was reviewed through a comparative study of best practices in cultural resource management and a comprehensive systems analysis of federal and provincial legislation relating to heritage preservation and impacting the *HRA*. Draft policy for the preservation of Government-owned heritage structures and their adaptive re-use was developed
- A Heritage Thematic Framework and a Heritage Interpretive Framework were developed identifying the themes, sub-themes and stories of collections in heritage institutions across the province
- Digitization continues of the inventory of archaeological sites maintained by the Provincial Archaeology Office, the central repository of all archaeological records in the province
- A Provincial Register of Heritage Places was developed
- The Intangible Cultural Heritage Strategy was developed

- National Standards and Guidelines for the Conservation of Historic Places were adopted and used by the Provincial Historic Sites Unit
- A Provincial Historic Sites Interpretive Strategy was developed and is being implemented
- A Provincial Historic Commemorations Program was developed and launched. This program marked the first time residents of the province could make nominations that they feel are provincially significant and worthy of commemoration. This includes persons, places and events as well as aspects of traditional culture
- An Aboriginal Cultural Heritage Program was developed and implemented.

Adopted in 1985, the current *Historic Resources Act* has gaps and does not encompass new developments in cultural resource conservation and management such as Intangible Cultural Heritage. Paleontological Regulations were also developed (with the Department of Natural Resources) in 2010-11 to provide much-needed protection to provincially significant fossil sites and the means to designate them. As noted above, a draft policy for the preservation of Government-owned heritage structures and a policy for their adaptive re-use (key components of the overall heritage framework) were also developed in 2010-11.

In advance of possible new legislation, the Department also developed the following two key strategies and programs not covered by the current *Historic Resources Act* but central to the Department's mission of preserving and protecting tangible and intangible heritage. These are: 1) The Aboriginal Cultural Heritage Program (\$50,000 annually) which supports projects which lead to the inventorying, celebration and transmission of aspects of traditional Aboriginal culture; and 2) The Intangible Cultural Heritage Strategy,³ administered by the Heritage Foundation of Newfoundland and Labrador whose ICH action plan is focused on: 1) documenting ICH and living traditions in communities; 2) recognizing and celebrating Intangible Cultural Heritage with festivals and commemorations; 3) supporting and encouraging the passing on of knowledge and skills; and exploring Intangible Cultural Heritage as a source of community development.

5.5 Strategic Issue 5: Enhancing the competitiveness and sustainability of Newfoundland and Labrador as a tourism destination.

³ This strategy is intended "to safeguard and sustain the Intangible Cultural Heritage of Newfoundland and Labrador for present and future generations everywhere as a vital part of the identities of Newfoundlanders and Labradorians, and as a valuable collection of unique knowledge and customs."

In February 2009, the provincial tourism strategy, *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* was launched. This ten-year tourism strategy has been guiding Government and industry partners to advance tourism in the province through to 2020. Since the launch of this plan, priority actions have been implemented as planned, thus addressing Government's Strategic Direction that "Newfoundland and Labrador becomes a multi-season tourism destination."

Goal: By 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategy.

Measure: Implemented approved recommendations of the provincial tourism vision and tourism strategy.

Indicators	Actual Results
Provincial tourism vision and strategy completed	<ul style="list-style-type: none"> <i>Uncommon Potential – A Vision for Newfoundland and Labrador Tourism</i> was completed and launched by the Provincial Government and Hospitality Newfoundland and Labrador on February 6, 2009
Programs, projects, partnerships and initiatives as recommended in the provincial tourism strategy are implemented.	<ul style="list-style-type: none"> Priority programs, projects, partnerships and initiatives identified in the seven strategic directions of the provincial tourism strategy were implemented as recommended (details provided in discussion of results)

Objective 2011: By 2011, have developed and implemented, with other departments and players, an air marketing strategy to encourage direct air access from air markets with the most potential for the province.

Measure: Air Marketing Strategy Implemented.

Planned for 2010-11	Actual Performance 2010-11
Department of TCR will support the Department of Innovation, Business and Rural Development as lead in initiating the implementation of an Air Strategy	<ul style="list-style-type: none"> TCR supported the former Department of Business (lead; now part of the new Department of Innovation, Business and Rural Development - IBRD) in initiating the implementation of <i>Taking Flight: An Air Access Strategy for Newfoundland and Labrador</i> Deputy Minister of TCR supported ongoing implementation by participating in the inter-departmental Air Access Committee

Planned for 2010-11	Actual Performance 2010-11
Air Access tracking monitor developed and in place to monitor direct air access from air markets with the most potential for the province	<ul style="list-style-type: none"> • A new Air Access Tracking and Monitoring Program was initiated in 2009-10 by Tourism Research Division and the former Department of Business (lead; now part of IBRD) through contract services with InterVISTAS • A formal tracking monitor was developed and continuous information was received in 2009, 2010 and up to the first quarter of 2011 on air access indicators, including seat capacities, average domestic, international and US air fares, intra-provincial average airfares, published airfares and air access quality index • Tourism Research worked with the Canadian Tourism Commission to gather online data to support continued air access tracking in 2011 and beyond
One TODS demonstration project has proceeded	<ul style="list-style-type: none"> • Two Tourist Oriented Directional Signage demonstration projects proceeded in 2010-11, one on the Bonavista Peninsula and the other through a partnership with Parks Canada in the area of Gros Morne National Park
Review of Visitor Information Services (VICs, call centre, 1-800) underway	<ul style="list-style-type: none"> • A review of Visitor Information Services was completed and a draft report was submitted and under review by March 31, 2011

Through implementation of *Taking Flight*, TCR's Tourism Research Division worked with the former Department of Business (lead; now part of the Department of IBRD) to set up a formal air access tracking monitor that provided market research data and intelligence on individual markets in Canada, US and other countries in Europe as well as individual destinations in Atlantic Canada for competitive comparisons. TCR's tourism marketing tactics were incorporated into the provincial Air Strategy.

This information also was used internally by the Tourism Branch in their marketing strategy as well as in annual performance reporting and updates on tourism performance and outlook provided to the Department of Finance's Economics and Statistics Branch. Non-resident airline visitation is estimated to have increased 9.2% to 380,200 for the 12 month period ending December 2010. This continued the past growth trend which has seen the share of non-resident visitors by air growing from 64% in 2003 to 73% in 2010. At the same time, the share of non-resident expenditures grew from 75% to 82%.

Overall Discussion of Results:

The formal public-private partnership for the NL Tourism Board was the key mechanism for implementing Vision 2020's action plan which began in 2009-10 and will encompass all seven strategic directions over the life of the action plan. These strategic directions are: 1) Private Public Leadership; 2) Sustainable Transportation Network; 3) Market Intelligence and Research Strategy; 4) Product Development; 5) Tourism Technology; 6) Marketing Our Brand; and 7) Developing our Workforce. Since 2009, the Tourism Vision continued to be updated annually to reflect actions, priorities and investments recommended by the Board. In 2009-10, the Board selected the following priorities: 1) organization and coordination of the tourism industry; 2) development of an investment strategy; 3) priority areas in product development; 4) evaluation measurement framework and revenue target; and 5) developing our workforce. For more information, please see Section 7.4, pp.51-55, Newfoundland Tourism Board Strategic Plan.

6. Opportunities and Challenges Ahead

Opportunities and challenges for the Department of Tourism, Culture and Recreation (TCR) are centered on the implementation of the Department's new Strategic Plan for 2011-2014. The new multi-year strategic plan tabled June 30, 2011 provides a new Mission, Strategic Directions, Goals and Objectives that will guide the Department of TCR. The focus the Department's efforts and activities include:

Further Realizing the Tourism Vision

TCR and its partners will continue to strategically market the province as a tourism destination, and to focus on developing more effective coordination and cooperation with the regional Destination Management Organizations. This includes aligning and streamlining marketing activities and support for the development of authentic, multi-seasonal products, services, and experiences. We will continue to build a solid foundation of infrastructure to foster competitiveness and further support development through tourism including upgrades to the Visitor Information Centre in Argentia and the installation of new attractions and services signs using the Tourist-Oriented Directional Signage model.

TCR will continue to work with the Department of Innovation, Business and Rural Development (lead) to improve air access and with the Department of Transportation and Works and Hospitality NL to realize the potential generated by significant new investment in Marine Atlantic in 2009-11, including the introduction of additional capacity and improved service through new leased vessels. The

performance measurement framework developed for the Tourism Vision will guide monitoring and evaluation efforts at the same time as TCR continues to improve our tourism research capabilities.

Trans Labrador Highway, Special Celebrations and Commemorations

TCR will continue to work with Destination Labrador and stakeholders to advance new opportunities provided by the completion of the Trans Labrador Highway. TCR will work with key partners to provide basic traveler services, including scenic pull-off sites, Wi-Fi hot spots and investigating the possibility of providing washroom facilities. The Labrador Travel Survey being conducted by TCR will provide valuable information to help further these plans. In 2011-12, TCR is assisting Cape Race - Portugal Cove South Heritage Inc. with the commemoration of the 100th anniversary of the sinking of the RMS *Titanic*. Under the banner of "Receiving *Titanic*", a symposium and a number of other events are planned throughout the year. TCR, in partnership with the Royal Newfoundland Regiment Advisory Council, will also lead efforts to commemorate the 100th anniversary of a series of World War I events which involved Newfoundland and Labrador.

Preserving and Celebrating our Past and Further Developing the Cultural Industries

Since the introduction of the province's cultural strategy in 2006, Government's commitment of over \$44 million in new investment in the cultural and heritage sectors has also supported our tourism efforts. Moving forward, the Province will build on its investments in *Creative NL* to further support the restoration of the Colonial Building to interpret our legislative and political history and house modern-day cultural organizations dedicated to preserving and celebrating our culture, support Season Three (2012-13) of *Republic of Doyle*, and increase the Cultural Economic Development Program to support community heritage groups and volunteers, arts organizations and operational funding for key heritage attractions. In addition, support will be provided to the Newfoundland and Labrador Arts Council to help sustain our vibrant cultural sector. Provincial Historic Sites programming will be enhanced in its appeal and relevance, and their important roles in cultural education, community outreach and cultural tourism further supported.

Revitalizing Arts and Culture Centers

In 2011-12, TCR committed to revitalize the presentation of live performances at the regional Arts and Culture Centres and community presentation venues, and to identify curriculum-relevant live presentations for school audiences. The work will begin to address systemic and longstanding challenges which include regional programming and human resources to carry out the mandate. The launch of the 2011 fall season included a new look for the *Showtime* mechanism of advertising as well as the release of a new logo and the introduction of online ticketing.

Getting Active and Healthy

Since the launch of the Province's recreation and sport strategy, *Active, Healthy Newfoundland and Labrador* (2007), more than \$70 million was committed to recreational and sport infrastructure, programming, and athlete development. The After School Physical Activity will be delivered over the next two years by TCR and the Department of Health and Community Services. The introduction of this pilot initiative supports the key goals and objectives outlined in the Recreation and Sport Strategy as well as the Provincial Wellness Plan, *Go Healthy - Achieving Health and Wellness in Newfoundland and Labrador*. An evaluation framework and evaluation plan will ensure tracking and monitoring of program results over the pilot period.

In Recreation and Sport - *Options For Renewal Final Report* (2009), Government committed to providing support to the Federations to undertake a detailed operational review. The Inter-Departmental Coordination Committee will review the recommendations for next steps of the *Everybody's In!* report that addressed barriers and challenges for under-represented groups. TCR will also continue to be active at the Federal-Provincial-Territorial level, including a review of the National Sport Policy. The Provincial Government, through TCR's Capital Grant Program will invest in municipalities, community recreation organizations and schools to assist with upgrades to existing equipment and facilities. This funding is an annual allocation that is in addition to the final year of Recreation Infrastructure Canada program funding to various projects throughout Newfoundland and Labrador. 2011-12 will be the second year of an important community partnership with the Heart and Stroke Foundation's *Restart A Heart* campaign. Through TCR, the Province is working to place Automated External Defibrillators in swimming pools and other community recreation facilities across the province.

7. Appendices

7.1 Summary of Net Expenditures

Expenditure and revenue figures for the Department of Tourism, Culture and Recreation, as included in this document and the following table were provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ended March 31, 2011. This is an unaudited financial statement as the Department is not required to provide an audited financial statement for this report.

Department of Tourism, Culture and Recreation Summary of Net Expenditures (By Division) For The Year Ended 31 March 2011			
Division	Actual \$	Estimates Amended (\$)	Estimates Original (\$)
Executive and Support Services	\$2,250,603	\$2,594,300	\$3,547,100
Tourism	\$18,158,210	\$18,219,200	\$18,431,000
Culture and Heritage	\$23,907,942	\$24,517,400	\$24,266,400
Recreation Services and Facilities	\$14,211,678	\$16,986,000	\$17,038,000
Total Department	\$58,528,433	\$62,317,000	\$63,282,500

7.2 Active Ministerial Entities

Heritage Foundation of Newfoundland and Labrador (HFNL). The HFNL's mandate is "to stimulate an understanding of, and an appreciation for, the architectural heritage of the province; to support and contribute to the preservation, maintenance and restoration of buildings and other structures of architectural or historical significance in the province; and to contribute to the increase and diffusion of knowledge about the architectural heritage of the province." This is done through designations, granting programs, public education and by advising the Minister of TCR. The HFNL is a Category Three Entity.

Marble Mountain Development Corporation (MMDC). MMDC was incorporated in April 1988 and is a provincially-owned crown corporation. The Corporation's principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses. The MMDC is a Category Two entity.

Newfoundland and Labrador Arts Council (NLAC). Under the *Arts Council Act*, the NLAC is mandated to "foster and promote the study, enjoyment of and the production of works of art of the province and to encourage the preservation and public awareness of cultural heritage." This is done through granting programs and by recognizing outstanding contributions through Arts Awards and by other means. The NLAC is a Category Three entity.

Newfoundland and Labrador Film Development Corporation (NLFDC). The NLFDC was created to foster and promote the development of the province's film and video industry and to establish the province as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund (EIP) and the Newfoundland and Labrador Film and Video Industry Tax Credit. The NLFDC is a Category Two entity.

Provincial Historic Commemorations Board (PHCB). The PHCB advises the Minister of TCR on nominations for designation under the Provincial Historic Commemorations Program. Launched in November 2008, this program is citizen-led and recognizes significant people, places and events, but also aspects of our living heritage that are less tangible. The board was appointed in February of 2008, and since that time it has developed the program. It is a Category Three entity.

The Rooms Corporation of Newfoundland and Labrador (The Rooms). The Rooms is a Crown Corporation created in 2002 to govern the Provincial Art Gallery, the Provincial Archives, and the Provincial Museum. The Board of Directors are appointed by the Minister of TCR, and under the Chair, are responsible to ensure that the Museum, Archives and Art Gallery conserve, exhibit, and present the artifacts, archival records and art of the province. The Rooms Corporation is a Category One entity.

7.3 Inactive Ministerial Entities

Newfoundland and Labrador Sports Centre. Opened in St. John's in 2008-09, the NL Sports Centre serves as a venue for athlete training, and as host to provincial, national and international competitions for the more than 70,000 athletes, coaches and administrators that make up Sport Newfoundland and Labrador (SNL). The NL Sports Centre is a Category Three entity and will begin planning and reporting following the appointment of the Board in 2011-12.

7.4 Newfoundland and Labrador Tourism Board Strategic Plan

The Board's three-year investment plan, developed in 2010-11, identified the following recommended programs, projects, partnerships and initiatives which were implemented in order to contribute to the enhanced competitiveness and sustainability of the province as a tourism destination:

Strategic Direction 1 - Private Public Partnership was identified as the top priority in reaching the ten-year goal of doubling tourism revenue. Recommended programs, partnerships, projects and initiatives undertaken were:

- **NL Tourism Board in Operation.** Defined and communicated member roles and responsibilities; ensured appropriate support; and recommended and obtained annual operating support, including the employment of a Board Secretariat (Tourism Board

Manager). It established a website for enhanced communications www.uncommonpotential.ca and made presentations throughout the province

- **Public Private Partnership Encouraged in Regions.** In 2010, the Tourism Board, in consultation with tourism operators in the eastern region agreed to form the Eastern Destination Management Organization (EDMO); an interim board was established, and Development Coordinator hired. 2010-11 was the first year that all four regional DMOs received operational funding from the Department to support their sustainability and enable them to better partner with the Department
- **Leadership Capacity Built among Industry.** Leadership initiatives of the Tourism Board included: the development of an action-oriented approach based upon an analysis of the challenges associated with building leadership capacity; and 2) the leadership-themed *2011 Lookout! Tourism Summit* which included leading national and provincial participants who addressed over 400 delegates from 150 different companies and 45 tradeshow exhibitors.

Strategic Direction 2 - Sustainable Transportation Network. Departments of TCR and Transportation and Works (TW), along with HNL, established a formal process of quarterly meetings to address transportation issues. Key projects, actions and priorities included:

- **Participation in Implementation of the Provincial Air Strategy.** TCR supported the former Department of Business (lead; now the Department of Innovation, Business and Rural Development) in initiating the implementation of *Taking Flight: An Air Access Strategy for Newfoundland and Labrador* (launched October 2010). The NL Tourism Board supported the Strategy's five strategic goals for improving air access including marketing. TCR's Deputy Minister supported implementation by participating in the inter-departmental Air Access Committee. TCR's Tourism Research Division of along with the former Department of Business (lead; now part of the new Department of IBRD) developed a formal tracking monitor for air access indicators that provided updates throughout 2009, 2010 and up to the first quarter of 2011 on: inbound seat capacity, intra-provincial seat capacity, average airfares from domestic, international and US markets, intra-provincial average airfares, published airfares and air access quality index. TCR's tourism marketing strategy remained focused on dispelling the real and perceived barriers to travel (time, distance and cost) and so airline marketing partnerships have been developed over the past five years. The monitor information and other market intelligence were used to guide activities surrounding both the need and the tactics of these partnership plans. TCR also reviewed the results of the air access tracking monitor as a consideration of the annual tourism marketing plan. In early 2011, the Tourism Research Division worked to develop an agreement with the Canadian Tourism Commission that will give access to an online tool that will allow TCR to keep tracking the above mentioned indicators plus additional indicators (passengers by origin and destination, schedules, point of sales, passenger itineraries) with data available back to at least 2008.
- **Advocacy for Reliable and Efficient Marine Services/Access to Newfoundland and Labrador.** The NL Tourism Board supported the Provincial Government and Hospitality NL's efforts to advocate for better infrastructure, improved services and

lower costs. During the plan period, Ministerial advocacy with federal, provincial and territorial counterparts was undertaken. The Government of Canada responded in 2010 by investing an additional \$521 million over the next five years to a plan, which now totals approximately \$900 million, to revitalize Marine Atlantic and renew its fleet and shore facilities. TCR also worked with TW on improving in-province marine services as part of tourism experiences as the Provincial Government implements its long-term vessel replacement strategy. In 2010-11, Government invested \$55 million to continue its long-term vessel replacement strategy that will see 10 new vessels in total for the provincial service.

- **Understanding of the Opportunities and Challenges of Labrador's Transportation Infrastructure.** During the plan period, upgrades to the Trans Labrador Highway (TLH) supported tourism development in Labrador. TCR working with the Department of TW and Destination Labrador assessed new opportunities of the completed TLH with a short-term focus on basic traveler services, for example scenic pull-off sites, Wi-Fi hot spots, and washrooms.
- **Improve the Availability of Rental Vehicles.** In 2009, TCR along with HNL oversaw the completion of a study, *A Driving Need: Review of Vehicle Rental Services as part of Tourism Development in Newfoundland and Labrador* which provided short- and long-term recommendations. In 2010-11, a car rental working group met with transportation carriers, airport authorities and Destination Management Organizations to improve communication and establish collaborative partnerships.
- **Provide Better Wayfinding and Directional Information to Travellers.** Tourism Oriented Directional Signage (TODS) system commenced in 2009-10 with the establishment of a signage advisory committee that identified signage deficiencies and developed TODS policy. Enforcement of signage regulations resulted in the removal of over 700 signs by January 2011. TODS Demonstration projects were launched in 2010-11 and will be evaluated through 2011-2012. Assistance to travelers enhanced through the provision of digital mapping data to Tele Atlas and Navtec on tourism establishments within the province. All tourism assets in the province were geo tagged with their GPS coordinates. Digital mapping data is also used on the Departmental website to assist travel planners.

Strategic Direction 3 – Market Intelligence & Research Strategy. Valuable insight into current tourism trends, traveler profiles and new market opportunities were provided by key research projects and programs, including:

- **Evaluation Framework with Performance Indicators Developed.** Evaluation and Performance framework developed by TCR's Tourism Research Division and approved by the NL Tourism Board in 2010-11 provides reporting mechanisms and indicators to supply tourism stakeholders with timely and accurate information on the progress of Vision 2020.
- **Research Agenda Developed and Specific Research undertaken and planned.** Research by the TCR Tourism Research Division in 2010-11 on market trends and opportunities, changing traveler profiles and consumer behaviour focused on:

- **Non-Resident Exit Survey Research.** Trip and visitor characteristics, including origins and expenditures are included in this research that was initiated January 2011
- **Resident Consumer Research.** This survey collected and analyzed information on resident travelers to provide insights into travel habits, motivations and travel activities of the resident population. Data collection occurred in October/November 2010 and a draft report was received by March 31, 2011
- **Visitor Information Services Review.** The Tourism Research Division in consultation with the Tourism Branch developed a scope of work for the review of Visitor Information Services (including VICs). A consultant's draft final report was submitted to the Department of TCR in March 2011 for review.
- **Additional research planned** including: 1) a survey specifically focused on Labrador travel and tourism was developed that will be conducted later in 2011; 2) additional research that may be required to benchmark and track specific performance indicators and address data gaps and; 3) development of a longer-term research strategy based on performance measures as well as the information and communications needs of industry and government.

Strategic Direction 4 – Product Development. The 2004 Provincial Tourism Product Development Strategy was reviewed and Product Development priorities were confirmed by the NL Tourism Board by June 2010. Implementation focused on the following initiatives:

- The three-year season extension pilot program with the Discovery Trail Tourism Association (DTTA) which began in the fall 2006 was expanded to the spring period in 2009, and extended to the province's west coast in 2010-11
- Multi-season tourism development supported by the winter tourism resident marketing program to extend the traditional tourism season and increase winter tourism business
- Workshops and seminars on enhanced product development, best practices, market readiness and tourism destination development. In 2010, there were 161 workshop and packaging seminars on enhancing product development for 71 businesses. This was an increase over the 134 sessions held in 2009 (although the number of businesses participating declined by 8 over 2009 figures). Such initiatives supported tourism business development and helped make tourism regions more competitive and sustainable
- Beginning in 2008-09, TCR worked with the Newfoundland and Labrador Outfitter's Association (NLOA) to assess and implement recommendations from the 2007 Outfitting Strategy. A Business Retention and Expansion (BRE) study for the Outfitting Industry undertaken in 2009-10 provided updated information to determine future outfitting development and industry adjustment

- The hiring of a Cultural Tourism Officer in 2009-10 and a draft Cultural Tourism Action Plan developed through a Cultural Tourism Advisory Committee in 2010-11 to be implemented in 2011-12 and beyond supported advancement of this strategic sector.

Season extension initiatives succeeded in attracting more visitors in the off season by extending product offerings and using strategic marketing tactics. Roofed accommodation performance in Newfoundland and Labrador in 2010 increased over 2009 levels. Based on data reported in Tourism Destination Management System (TDMS), the provincial roofed accommodation occupancy rate reached 50.1% for the period ending December, an increase of 2.0 percentage points over 2009 while room night sales increased 5.6% to 1.3 million. Room revenue attributed to roofed accommodations increased 9.1% to an estimated \$147.9 million with the average daily rate reached \$111 for the same period, an increase of 3.3%.

Strategic Direction 5 – Tourism Technology. *TourismTechnology.com* was launched in 2009 as a strategic partnership among the Tourism Atlantic branch of ACOA, the Atlantic Provincial tourism industry associations, and the Atlantic Provincial tourism departments to enhance the competitiveness of the region's tourism industry through improved technology. TCR provided \$25,000 annually in support of this program to provide support and training as well as research, and consultation services to the region's tourism industry.

Strategic Direction 6 – Marketing Our Brand. Government more than doubled the tourism marketing budget during the past seven years from \$6 million to \$13 million. Recognized as one of the most compelling tourism marketing campaigns in the world, our “Find Yourself Here” campaign was awarded over 100 regional, national and international marketing awards and has played a critical role in raising our profile as a destination. In 2010-11, TCR redeveloped the award winning provincial tourism website, integrating the Destination Management Organizations’ (DMOs) online presence and creating a single, consistently branded source for trip planning in the province. The re-designed website now has a focus on regional content and social media and DMOs have the ability to update timely happenings in their region.

In 2009, the total resident and non-resident tourism industry contributed an estimated \$850 million to the Newfoundland and Labrador economy. In 2010, for the first time in its history, the province welcomed more than a half-million non-resident visitors to Newfoundland and Labrador, an increase of 7.3% over 2009-10 whose expenditures topped \$400 million. Airport passenger movements at the Province’s seven major airports increased 7% during 2010 to 1.9 million.

Strategic Direction 7 – Developing our Workforce

During the planning period, Hospitality NL took the lead, on behalf of the NL Tourism Board including TCR, to implement recommended priorities within *Strategic Direction 7 – Developing our Workforce*. HNL has the lead in this area and during the plan period completed a Training Needs and Industry Engagement assessment aimed at identifying both current and anticipated training needs.